

# CONCORDIA'S THURSDAY REPORT

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*Project won't take money away from academic priorities: Bertrand*

## Proposed Athletics complex dominates *Future* plenary

BY BARBARA BLACK

Planning for effectiveness and spending for fitness were the ideas that emerged from the opening session of the fifth colloquium on the Future of Concordia last Friday. The annual event, which tries to bring all Concordians together in a spirit of constructive co-operation, started with about 60 people in the Concert Hall on the Loyola Campus, but an estimated 200 participants attended a dozen workshop sessions throughout the day. (Accounts of the workshops will be featured in the next issue of CTR, on April 14.)

The opening session began with Larry Jeffrey (Professional Trades), who recalled memorable occasions when everyone pulled together for the common good, such as a major health and safety conference in 1986, a march on the National Assembly to get better funding for

Concordia, and the inter-campus Concordia Shuffle to raise money for scholarships.

Dean Bob Parker (Fine Arts) made a plea for attention to "the breadth and depth of our university curriculum, the essence of our enterprise." Dean Gail Valaskakis (Arts and Science) praised Concordia's "audacity of imagination."

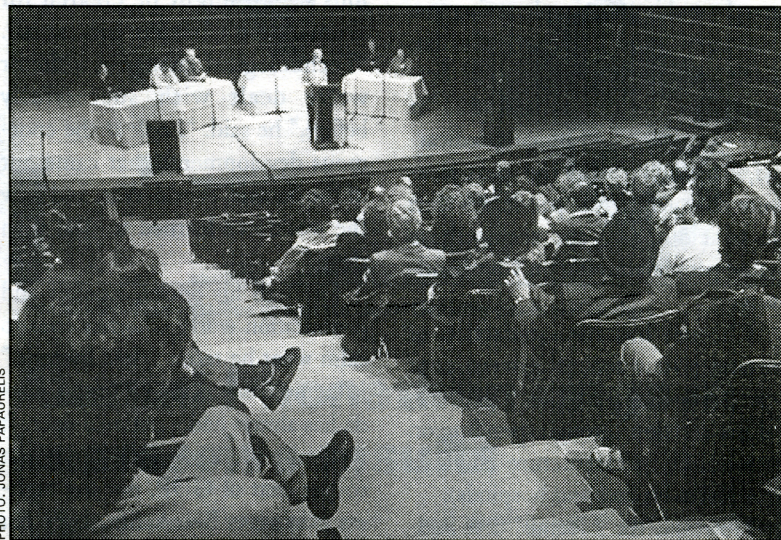
### Working toward accountability

Ching Suen, standing in for Dean Donat Taddeo (Engineering and Computer Science), said that his Faculty is "progressing cautiously under new management." A new decanal team is working toward increased accountability, internal and external openness, and strategic planning, particularly in research. He added humourously that like figure-skating competitors, they "may have to do quadruple toe-

loops" to achieve their ambitious programme.

Vice-Rector Academic Rose Sheinin, who presides over every Future conference, reviewed the structures which have been put in place to improve academic communication, accountability and effectiveness: the Chairs' Caucus, periodic academic appraisal, and the newly formulated five-year rolling budget system which will connect academic priorities to financial planning.

Concordia Student Union co-presidents Lana Grimes and Philip Dalton raised the issue of the proposed \$30-million recreation and athletics complex, for which a student referendum will be held next week (see paid supplement in this issue, and a notice of voting regulations, page 10). The CSU supports the referendum, which would substantially increase student fees to pay for the complex. Vice-Rector



Services Charles Bertrand said the complex is long overdue for an institution of Concordia's size. He emphasized that the University's financial commitment to the community-based complex, through its Capital Campaign, will in no way take money away from academic priorities.

History Professor Frank Chalk expressed his support for the project, saying that Concordia conspicuously lacks the "common room" which is such a pleasant fixture of British universities in which members of the academic community can relax, and exchange gossip and ideas.

### IN THIS ISSUE

#### Recreation & Athletics supplement

The University proposes a \$30-million complex for the use of all Concordians, and will ask students in an April 5-7 referendum if they are willing to pay part of the financing.

#### Financial Framework

The work of a group of consultants and a Concordia steering committee is designed to find ways to use University resources more effectively.

Page 5

#### New rules of the game

The Rules and Procedures for Advisory Search Committees are printed in full.

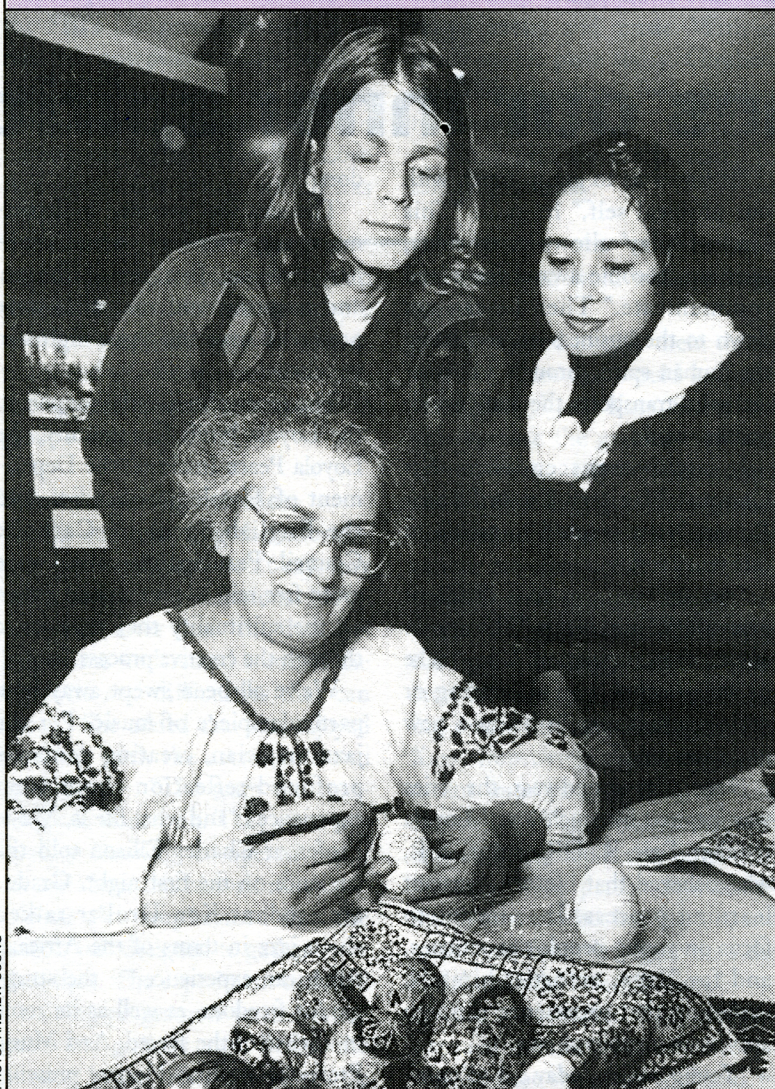
Pages 6 and 7

#### Handgun petition goes to Ottawa

A Concordia delegation travelled to Parliament Hill to present Canada's lawmakers with 200,000 signatures.

Page 9

### An eggs-tra special craft



**Eggs for Easter:** Artist Ewgenia Curkowsky shows student David Smaller (Urban Studies) and Jeannette Alejos (English) how she does *pysanky*, the traditional art of painting Easter eggs. She was a featured visitor during the University's recent Ukrainian Awareness Days.

*Professor Raye Kass studies how astronauts interact in a space shuttle*

## Shooting for the stars

BY LIZ WARWICK

Anyone who's worked in a group knows the problems and pitfalls: presentations must be made, ideas clarified, actions taken.

But what happens when that kind of team effort takes place under stressful conditions, like the cramped quarters of a space shuttle, where neglecting a small detail can have serious consequences?

Professor Raye Kass has been exploring that question in her recent work for the Canadian Space Agency. Kass, who has taught in the department of Applied Social Science since 1972, is also pro-

gramme director for the Centre for Human Relations and Community Studies.

### Psychological experiment

Kass's project was a psychological experiment and training programme for the Space Agency's simulated space mission called CAPSULES (the first such simulation ever conducted outside Russia). During the simulation, Kass studied how astronauts and ground crew worked, discussed, listened and negotiated during their week-long mission.

"A space shuttle is very small, so relating well to one another becomes paramount," said Kass, who designed the experiment along with her brother, James Kass, a space scientist at OHB-System in Germany. Her experiment was one of 22 chosen from a world-wide call for projects. As part of the CAPSULES mission, scientists from Russia, Germany, Italy, France, the United Kingdom and the United States also conducted experiments.

Kass's project examined five key areas in group interactions: how morale is created and maintained, the expected norms of behaviour, how decisions are made, the ways in which people handle conflicts, and



Raye Kass

*Continued on page 11*



# Keeping faith with Keynes

BY AMY OTCHET

Whether he's facing his graduate class of public policy students at Concordia or the microphone of a CBC reporter, Professor Harold Chorney sticks his neck out, and enjoys it.

"When you confront the conventional wisdom, you have to be tough, and ignore people saying you are crazy," said Chorney, who has been teaching in the Political Science Department since 1982. "If you work hard and remain dedicated, eventually there's the great pleasure of watching the pendulum shift in your direction and seeing those same people jumping on your bandwagon."

Chorney had the satisfaction of seeing a new federal government elected at least partly on a platform of job creation through spending on the public infrastructure (such as our roads, bridges and hospitals).

However, the Liberals' first budget, brought forward last month, is a cautious balancing-act between job creation and deficit-holding which doesn't go nearly far enough for him. "They should have provided much more stimulation for the economy, and invested, say, another \$15 billion."

The first thing to understand about Chorney is that he's a Keynesian political economist. (John Maynard Keynes, 1883-1946, advo-

cated state intervention in the economy to achieve maximum employment and national income.)

At a time when many are clamouring for cuts to social programmes to reduce the deficit, Chorney advises *more* spending to create jobs. The possibility that the people who are currently unemployed couldn't do the high-tech jobs which might be created for them doesn't bother him at all. "Technological change is a factor we've dealt with successfully before," he said. "Look at the enormous developments that came out of the Second World War, and how the workforce learned to deal with them."

Through his books, lectures and consultation work, Chorney tries to calm what he terms "debt hysteria." Like most countries, he said, Canada has always had a national debt. It is admittedly high now (though at 65 per cent of GDP, not the highest it has ever been). But that's not because of overspending or mysterious market forces, but because in the mid-1970s, we became preoccupied with high inflation and weakened our commitment to full employment.

## Radical roots

A native of Winnipeg's famously radical north end, Chorney taught labour history to college extension students in mining communities in

northern Manitoba. Through this open campus system, he produced 50 video seminars, and then met with his students by flying around the region in small float-planes. Chorney started his doctorate in economics at the London School of Economics, and finished it in public policy at the University of Toronto.

He said that most university economics departments tend to have a "narrow view" of public policy, but in Concordia's Political Science Department, he has the freedom to expand and expound his alternative-policy approach.

Student response to Chorney has shifted. "In the '80s, students were faceless, without expression," he said. "They were grimly determined to make it, and tended to articulate a neo-conservative point of view, which is anathema to me. They weren't really concerned with unemployment unless it personally affected them."

Now, Chorney said, students are depressed about their prospects, but sensitive and intellectually curious. "They are asking, 'Why is this happening, and how can we get out of it?' which I find very encouraging." They are intrigued by his discussion of full employment, but skeptical.

"I tell them to keep trying, that the pendulum is swinging and things will change. But I see that it is not easy to be optimistic. I feel tremendous sympathy for them."

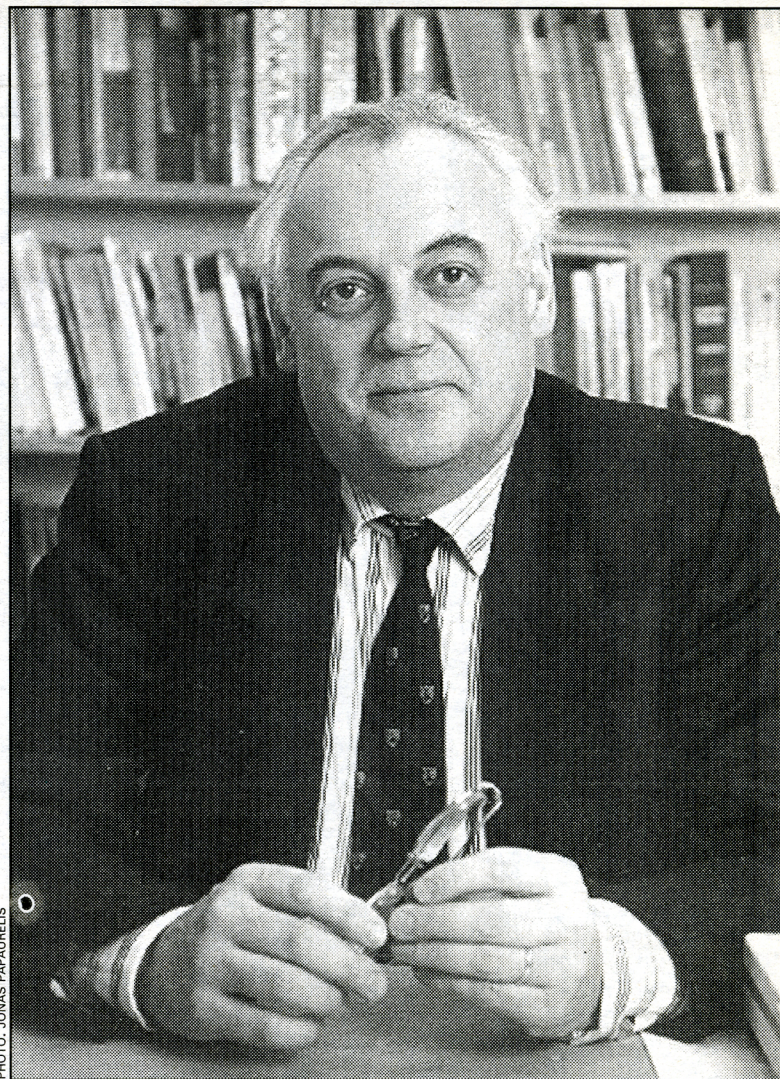


PHOTO: JONAS PAPARELIS

Harold Chorney

Despite his disappointment with the federal budget, Chorney sees signs of hope. He has been invited by the Canadian Federation of Business Economists, which he considers a very conservative group, to join senior government officials and bankers on a panel discussion of

the budget in Ottawa in April.

"That never would have happened a few years ago," said Chorney. "It is like fashion. If you hold on, eventually everything comes back."

Additional reporting by Barbara Black

O'Connor Series described as 'the ultimate priesthood'

# Art touches our inner spirit

BY JOSEY VOGELS

It was the first time this writer had seen people encouraged to laugh in church. But there they were, standing in a circle in the Loyola Chapel, shaking their bodies and giggling like crazy.

This year's Eric O'Connor Series, "Light out of Darkness: Exploring the Creative Process," devoted three nights (March 8, 9 and 10) to

exploring the connections between creativity and spirituality, and the second of those nights concentrated on dance and theatre.

By making the participants stretch their faces, wiggle their fingers and shake their limbs, Concordia Theatre student Paul Hopkins showed how an actor makes a spiritual connection with his or her physical self in order to prepare for a role.

"It forces us to get in touch with our physical self," he said. "This kind of 'play' allows us to relax, open up, become aware, focus and communicate." Then he can get down to the business of "recreating the human spirit through a character" who transports the audience to another world.

It is this transcendence that Campus Ministry Co-ordinator Robert Nagy wanted to tackle in this year's series.

"Artists invite us to a different perception," said Nagy. "The arts do stretch the imagination. They make us see another way of hearing or seeing something to bring a new understanding."

Now in its second year, the series was inspired by much-loved Loyola teacher Eric R. O'Connor, S.J., who believed that life is a constant learning process. It is meant to focus on young people's experience, and for Nagy, an artist himself, exploring that experience through art was an obvious choice.

"Young people today get so much information. What we wanted to get at was how they reflect on that experience. And who does that for us best, we thought? Well, the artist

does."

The idea was welcome to departments eager for more interdisciplinary dialogue. Jazz, dance, theatre, and painting and sculpture were presented over the three nights in the chapel.

The series also had the support of the Loyola Jesuit Community, the Loyola Peace Institute, the Department of Theological Studies, and the English Speaking Catholic Council. Participating artists were given free rein to present and reflect on the spirituality they experience through the creative process.

We've all been swept away by a particular piece of music. For the jazz musician, creating demands profound reflection about what experience is and what life is, Music Professor Charles Ellison told the audience on the first night. Graduate student Ken Druker talked about jazz in terms of the African-American experience — the struggle for freedom, as well as its roots in a sense of the sacred. And Music Professor Andrew Homzy presented the sacred music of jazz icon Duke Ellington.

On the second night, Concordia Dance students Sophie Roy and

Bonnie Farmer talked about how their art form connects them to their "inner movement." Even those of us with two left feet can do that.

"Everything is a dance," said Farmer. "All of us sitting here. Someone nods, another brushes her hair aside. It's all about movement."

Theology Professor Pamela Bright, who participated in an interactive panel on the final night along with Edmund Egan and Daniel LeBlanc, described the event as "the ultimate priesthood."

"We saw a celebration in which the performers went down inside themselves to see what they could find, and then invited, not demanded, us to share in it," she said.

## Campeau speaking today

Arthur Campeau, Canada's Ambassador for the Environment and a Concordia alumnus, will speak today at 4 p.m. in the basement lounge at 2149 Mackay St.

Campeau's talk is presented by the Québec Public Interest Research Group (Q-PIRG), the Political Science Department, and the School of Community and Public Affairs. —BB



PHOTO: CLIFF SKARSTEDT

Two of the contemporary dancers who performed in the O'Connor Series, Sarah Doucet (left) and Natasha Desmarais.



# Drawing conclusions about ourselves

BY LIZ WARWICK

Imagine a five-year-old child picking up a crayon and beginning to draw. What emerges from those little fingers will probably be charming and expressive. However, as that child gets older, the drawings he or she produces might lose that wild creativity and become increasingly stiff. The reasons behind that gradual loss of expressiveness is a question Professor David Pariser hopes to answer through a study he's conducting in Montréal's Chinatown.

"Kids — at least in the West — go into school with a lot of enthusiasm and a lot of creativity. All the juices seem to be flowing," says Pariser, who teaches in the Art Education Department. "Then, at a certain point, they shut down."

Pariser explains that some children do come out of this phase and begin to produce "rich, flavourful and creative work." But the problem of this U-curve in learning continues to puzzle researchers.

Pariser is doing a cross-cultural study to determine if this decline is universal, or brought on by certain culturally-loaded teaching methods.

With a Concordia Faculty Research and Development Programme (FRDP) grant and \$10,000 from the Spencer Foundation in Chicago, Pariser and some of his graduate students are going to the downtown area where many Chinese-Canadians still live, and asking for drawings by selected children aged 5, 8 and 11, as well as adolescents and adults (both artists and non-artists).

Subjects are asked to draw a pic-



Like generations of other Chinese artists, Duan Lian, an MA student in Art Education, has studied the rich and varied history of Chinese art. This brush-and-ink exercise, which means "creating a life-like tone and atmosphere," is taken from a book on calligraphy by the 5th-century master, Shieh-Ho. With the help of Duan Lian and other experts, Professor Pariser is looking at the development of aesthetic skills in Chinese children.

ture, then to express a certain emotion in their drawing. The drawings will be evaluated by an independent panel of judges for expressiveness, composition, line quality and the ability to evoke the asked-for emo-

tion. Pariser says that his pilot study replicates work done at Harvard by Jessica Davis, who will serve as consultant to his project. Davis conducted a similar study with American children and adults. According to Pariser, the drawings by the very young children and the artists rated highest in terms of effectively expressing the asked-for emotion, while the middle range of subjects scored quite low. By replicating Davis's study in a different culture, Pariser can see if this is true of human development anywhere, or just a cultural construct.

But he also hopes that his study will reveal other things. He is making tapes of art teachers at work in Chinatown to examine how they teach and the values they transmit. Eventually, he hopes to do both the study and the taping in China.

Pariser already knows there is a distinct difference in the way Western and Chinese cultures view artists. In the West, "most of the people who make it as artists are very powerful people." Art schools and art teachers teach from a model that emphasizes individuality and personal expression.

But in China, the model is very different. "Traditionally, you go through a long apprenticeship period," said Pariser. "And, at 65 or so, if you live that long, maybe finally you have something interesting to say."

Pariser, who calls himself a "Sunday painter," hopes that his work will help teachers and students understand the creation and teaching of art. "Art is very culturally defined," he said, "but maybe there are universals of art as well."



Concordia's Garnet Key Society welcomed its new members at their 36th annual Awards Banquet last Friday. In back row, from left to right: Matthew Vamvakas, Dan Curkowskyj, Daniel Leibu, Kristina Bohl, Julie Boncompain, Christine Costigan. Middle row: Anurag Dhir, Melvin Veloso, Caroline Sirleaf, Isabelle Sylvestre. Front row: Christopher Andrews and Annick Gauthier. An Honorary Member certificate was presented to Political Science Professor Henry Habib. The Key Societies were originally formed to welcome and assist visiting athletic teams, but soon developed into service bodies to act as the representatives of the institution. The first official function of the Garnet Key Society at Sir George Williams College in 1957 was to welcome Hungarian exchange students en route to the University of British Columbia. Since then, Key members, in their garnet-red blazers, have been increasingly visible, and helpful, at University events.

## NAMES IN THE NEWS

COMPILED BY BARBARA BLACK

*Concordia faculty, staff, students and alumni/ae pop up in the media more often than you might think! This year, to cut costs, CTR no longer subscribes to a broadcast-monitoring service, so if you hear a Concordian on radio or television, let us know, at 848-4882.*

The business magazine *Les Affaires* published a feature article on **Ching Y. Suen** and his work with Bell Québec, using computers to recognize handwriting.

**Norma Joseph** (Religion) was quoted in *The Ottawa Citizen*. She was part of a group of Jewish women who held a cross-Canada vigil in February to draw attention to the thousands of women around the world who are having problems getting religious divorces in the Orthodox and Conservative Jewish traditions.

In a round-up of dance events, *La Presse* reported that **Emily Fountas** (Dance) and collaborator **Marlene Millar** presented their experimental film, *More Real*, in Tangente's *Émergence* series in early March.

The *Mirror's* Patricia Bush interviewed "renowned gurus of the virtual age" Marilouise and **Arthur Kroker** (Political Science). Lecturers, performance artists, authors, electronic publishers and "cyber-nauts," the celebrated Krokers told Bush that this century, which began with Oscar Spengler's *The Decline of Western Civilization*, will end with the decline of civilization, as we opt for virtual rather than actual experience.

**Guy Lachapelle** (Political Science) responded succinctly when a *Southam News* reporter asked him to predict the chances of Jean Allaire's fledgling Action Democratique du Québec party in the next election: "They will be humiliated."

**Marianne Gosztonyi Ainley** (Simone de Beauvoir) recently published *Restless Energy: A Biography of William Rowan, 1891-1957*. The University of Alberta's administration weekly, *Folio*, published a full-page interview with her about the book and her interest in Rowan, a ground-breaking ornithologist who founded that university's Department of Zoology. It was also reviewed in the *Calgary Herald*.

**Lydia Sharman** (Art History) and her recent booklet on learning math through Islamic patterns was mentioned in *La Presse* as a result of CTR's story on February 17.

Journalism student **Valéry Labranche** wrote a major feature for the February 19 issue of *La Presse* on adolescent victims of violence.

**David Ketterer** (English) was interviewed on McGill student radio station CKUT as well as being featured in *The Gazette* about his research into possible plagiarism by American humourist and Montréal visitor Mark Twain.

Well-known actress and film-maker **Micheline Lanctôt** (Cinema), whose *Deux Actrices* has won a Québec film award, was profiled recently in *Voir*.

*Bagne*, a work by Dance graduates **Jeff Hall** and **Pierre Paul Savoie**, received a full and favourable review in *Le Devoir* after its presentation by the troupe Carbone 14.

**Raye Kass** (Applied Social Science) was the subject of an article in *La Presse* about her work with a group of astronauts in training (see story, front page).

**Peter Seraganian** (Psychology) was quoted in the magazine *Santé* as saying that people who are in good physical condition can better withstand the stress of examinations and close concentration on abstract subjects than their sedentary colleagues.

*The Gazette's* religion editor, Harvey Shepherd, devoted a column to the recent Eric O'Connor Series on creativity and spirituality (see story, p. 2), and interviewed sculptor **Robert Nagy** (Campus Ministry).

**Homa Hoodfar** (Anthropology and Sociology) bridges two feminine cultures, that of Iran and the West. A story which originated with *The Gazette* continued to be reported in Canadian newspapers, including Red Deer, Lethbridge and Fort McMurray in Alberta, Moose Jaw in Saskatchewan, and Ottawa, Orillia and Simcoe in Ontario.

A sombre announcement by **Stephen Scheinberg** (History), national chairman of the B'nai Brith League for Human Rights, that anti-Semitic attacks have sharply risen in Canada was reported in at least a dozen Canadian newspapers.



# LETTERS

Concordia's Thursday Report is interested in your letters, opinions and comments. Letters to the Editor are published at the Editor's discretion. They must be signed, include a phone number, and be delivered to the CTR office (BC-117/1463 Bishop St.) in person, by fax (514-848-2814) or mail by 9 a.m. on the Friday prior to publication. If at all possible, please submit the text on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations, although the utmost care will be taken to preserve the core of the writer's argument.

## Staff member felt slighted

The following is an open letter to Associate Vice-Rector, Academic (Curriculum & Planning) Barbara MacKay, who was chair of the Self-Appraisal Committee of the Office of the Vice-Rector, Academic

I was deeply dismayed when I received my copy of the supplement which the Office of the Vice-Rector Academic paid to have published in *Concordia's Thursday Report* of March 17, 1994. There, on the last page, in black and white, not only for the whole University community to see, but the rest of Canada also, is an entire paragraph which is inaccurate and misleading: "The Committee would be remiss in failing to report that when Dr. Sheinin arrived in her office on the Loyola campus in September, 1989, she had access to Ms. Maureen Habib's expertise and knowledge of the workings of the University, but otherwise found a secretarial staff that was young and inexperienced in University structures, office organization, letter-writing, minute-taking and filing. The Secretary to the Vice-Rector, Academic had left the office just prior to Dr. Whyte's departure and her duties had been performed by a combination of contract employees and the extra efforts of the office's second secretary, who was herself seconded by the Rector's office in the Fall of 1989."

I was the second secretary. I did not leave after Dr. Whyte's secretary left — I left before she did.

I was not seconded by the Rector's Office. A position, at a grade higher than the one I was currently holding, was open in the Rector's Office. I applied for it, and because of my abilities, was offered the position. I accepted the promotion.

I was most certainly not — nor do I believe that I am now — "young and inexperienced in University structures, office organization, letter-writing, minute-taking and filing." Nor was the rest of the staff in the Office of the Vice-Rector, Academic at the time of Dr. Sheinin's arrival.

I came to Concordia in 1985 from another educational institution where I had held a senior position. In fact, my entire secretarial background has been in educational institutions. Both Dr. Whyte's secretary and I had been in the Office of the Vice-Rector, Academic for four years before the current Vice-Rector, Academic took office.

Although all this was brought to your attention in February, and you sent me a copy of your letter apologizing for mistakenly suggesting the above, I nonetheless find it printed, once again, for everyone to see, without qualification.

I have endeavoured, in all my years at the University, to establish a reputation of competence in all my responsibilities and as thorough a knowledge of University procedures as possible. Regrettably, the Self-Appraisal Committee's report does not reflect this, and is, in fact, a negation of all my work at Concordia. It also does not reflect the reality of the

able capacity of the entire staff of the Office of the Vice-Rector, Academic, at that time.

Pina Greco, Executive Secretary  
Rector's Office

## MacKay replies

I am writing in regard to Ms. Pina Greco's March 17 letter and to clarify the record in reference to a paragraph in the Self-Appraisal Dossier of the Office of the Vice-Rector, Academic which was published on that date in *Concordia's Thursday Report*.

The Dossier stated that when the current Vice-Rector, Academic arrived at Concordia in September 1989, Dr. Sheinin found secretarial staff inexperienced in University structures and office organization. It further states that the Office's second secretary was "seconded" to the Rector's Office in the fall of 1989. Ms. Greco correctly points out that she was the second secretary and that she was not seconded to that position but applied for it and received a promotion.

Ms. Greco's work in the Office of the Vice-Rector, Academic was greatly valued. There was no intent on the part of the Self-Appraisal Committee to minimize her contributions or those of the other established staff member, Ms. Anne-Marie James. They were capable employees in the Office when Dr. Sheinin arrived in September 1989. The secretarial functions suffered for many months after Ms. Greco's departure some weeks later to the Office of the Rector and Ms. James' subsequent departure in November. From then until the following summer, secretarial functions were carried out by casual employees.

On behalf of the Committee, I regret any impression that it was the permanent staff that had been inexperienced and trust this makes the record clear.

Barbara MacKay,  
Chair of the Self-Appraisal Committee

## Self-appraisal or praise of self?

The supplement (*CTR*, March 17) titled "Office of the Vice-Rector, Academic, Self-Appraisal Dossier" reads more like a paid advertisement than a document for critical, objective evaluation of the past and the future of the highest academic office at Concordia University.

After the Preface and the section headed "Historical Background: 1974-1989," to a large extent the report quickly turns into a personal tribute to the incumbent in terms of lengthy accounts of personal achievements, extracts from written submissions and texts of letters of appreciation from individual faculty members.

Self-appraisal, initiated by the very office appraised in the aforementioned document, is supposed to shed a critical light upon the achievements and challenges of academic units, followed by well-thought-out recommendations for the future. The document in question does not fall

short in terms of citing achievements (attributed largely to an individual rather than the academic unit being appraised), but acutely lacks substance in terms of its discussion of challenges and recommendations for the particular academic unit (or the individual appraised, to be consistent with the style and content of the report.) The title of Section D of the report gives the impression that this section discusses "challenges" (for the future, presumably) but one soon realizes that the word is used to refer to the resistance and opposition of certain units and individuals of the University community to the initiatives taken by the incumbent.

With respect to the comprehensiveness and completeness of one of the most important sections of the report, it would be remiss not to quote the recommendations of the Self-Appraisal Committee from the text of the "Recommendations" section itself, respecting the order of presentation (referring to the murders of August 24, 1992): "...development of a sound and appropriate protocol for dealing promptly with abuse and disruption in the University..." (ii) "...the office requires additional staff..." (iii) "...that the mandate of the Vice-Rector, Academic requires University-wide strengthening and clarification and that a better understanding of the dynamics and processes of academic decision-making be communicated at every level, including the Board of Governors."

Individuals and academic units should be complimented for their achievements. However, considering the current difficulties the University is facing, one would expect a more constructively critical and substantive report in terms of the challenges envisaged and recommendations put forward. Also, on a lighter note, in view of the lack of challenges and the scope of recommendations of the report on the one hand, and the cited credentials and achievements of the incumbent on the other, isn't one tempted to think that perhaps the incumbent is grossly overqualified for the post in the future?

Ahmet Satir  
Decision Sciences and Management  
Information Systems

## Blame the burgeoning bureaucracy

Back from a tour abroad, I was shocked by what I read in the press about the conflicts between Concordia's highest officials that arose during the renewal process of Vice-Rector Academic Rose Sheinin's mandate.

Without attempting to put into words any opinion on an emotional disturbance resulting from a clash of opposing ideas, I wish to underscore the fact that this inability of the people involved to reconcile impulses with realistic considerations is not confined to Concordia University alone. It is, from what one hears and knows, more common than one may wish to believe.

The reason for this pernicious state of affairs is to be found, I believe, in the bureaucratization of our institutions of learning, in particular, universities. What should be communities of scholars, *id est* students and teachers, are in the process of becoming hives of office-holders whose main function seems to consist in fagocytizing paper and reproducing themselves. The immediate results of this metamorphosis are ever-growing expenses that only too often seem to be made to the detriment of libraries, laboratories, shops and the like, and, above all, of learning, teaching and research.

Concordia University should be well advised to start by eliminating the positions of Vice-This and Vice-That. Offices whose usefulness seem to consist at least in part of periodically inviting students, non-academic personnel and faculty to come over, have coffee and talk about Concordia are anything but necessary.

Carlo Fonda, PhD  
Professor Emeritus

## Self-appraisal or self-adulation?

The self-appraisal of the Office of the Vice-Rector, Academic (VRA) made very pleasant reading. It was certainly nice to be reminded that she had developed a reputation not only in biological research, but in the historical and social issues associated with it. It was also satisfying to hear of the various advances made by Concordia University. Certainly, her heart appeared to be in the right place, since she had worked from liberal, advanced, equitable positions, which I myself share. Unfortunately, the perception was so rosy that one's critical faculties were aroused.

The academic situation was not quite as disorganized at the time of the VRA's arrival as is portrayed. Concordia had grown at a tremendous rate over the past 25 years and had gradually developed academic procedures, which were effective, if somewhat crude to an academic from a more traditional university. The academic foundation was certainly sound, in that the new structures described later could be erected successfully. Many individuals and councils contributed to ensuring that these new departures fitted with current capabilities, so that the new procedures would be workable and beneficial. Proposals from the VRA often underwent extensive revision; they were good in that they motivated the activity. We, the professors and staff, can feel some pride in the role we played in the advances enumerated. A sound analysis would have to ask whether the changes involve hidden losses and whether better results could have been obtained, if the initiation had been different.

The publication of this document is somewhat surprising, since it is only the first step in a review process defined by Senate and already undergone by various academic units. The other stages are the more significant, a review by a peer committee within

the University and an appraisal by external referees. The more important or powerful the entity involved, the more necessary are these additional rounds. Clearly, the present appraisal committee had too many members closely associated with the Vice-Rector's office to be accepted as objective. While professors are accustomed to compiling self-praising dossiers for grant applications, few would think of publishing them in newspapers as paid advertisements. One is also somewhat scandalized by its publication in the University newspaper at a time when a committee formally constituted by the Board of Governors is undertaking an evaluation regarding reappointment of the incumbent as VRA. The BOG committee has considerable claim to objectivity and has solicited information from across the entire University community. I used the word scandalous, since the broad dissemination of the document appears to be an attempt to swing public opinion, which might influence the committee's deliberations.

As I said, the document enunciates many lofty principles which I and my colleagues heartily endorse. However, the experience of my Department leads me to think that there is a certain degree of hypocrisy involved. The unanimously supported candidate for Chair of Mechanical Engineering was rejected by the VRA for such ill-defined reasons that the professors launched a grievance against her.

## CONCORDIA'S THURSDAY REPORT

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Moreover, our Department suffered without an Acting Chair from within the Department for six months, at a time when it was being subjected to a crucial professional accreditation exercise.

*Hugh McQueen, Department of Mechanical Engineering*

### Professor regrets Hitler comparison

In an "Off the Cuff" interview (CTR, March 10) I made a remark about the Kiryat Arba settlement which several people have questioned. During this telephone interview I invoked a comparison with Hitler which I now regret because when his name is used for an analogy it is usually a case of rhetorical overkill and also, of course, serves to diminish the Holocaust. I can only plead that the interview was "off the cuff," and the words ill considered.

My reaction to the settlers of Kiryat Arba goes back more than 15 years, when one of their leading spokesmen talked to a Canadian professorial delegation about a proposed transfer of the Arab peoples from the West Bank. As a historian, I was well aware that Hitler had begun with the supposedly benign transfer of Jewish populations to the East, and to hear another Jew speaking of transfer (of the West majority) left an indelible impression on me.

During this Passover celebration of freedom let us hope that it is a Jewish message of peace with justice for all peoples that is the one we are celebrating.

*Professor Stephen Scheinberg  
History*

### Writing Centre doesn't correct papers

In an article titled "Concordia francophones don't seem to need commissions" (CTR, March 3), mention was made of a "Writing Service" (apparently connected to Counselling and Development) that could correct French grammar for teachers and students: "Professors unable to correct French grammar will now have two options: either they have the service check the papers after they've been evaluated for content, or they ask a student to have their paper checked by the Writing Service before handing it in." If, in fact, the term "Writing Service" refers to the Writing Centre housed in Counselling and Development, this information is misleading.

Although we at the Writing Centre do help students improve the language of their papers, be it French or English, we do not "check" papers in order to correct errors. Not only is this unethical, it is also not in the best interests of the students. Our goal is to help students become better, independent writers by coaching them in strategies they need to improve. These include strategies for identifying and correcting errors in grammar as well as other editing strategies. As well, we help writers develop and clarify ideas, organize them, and get them down on paper. In this way, we provide guidance that we believe is highly effective in helping students to improve as writers. It is not our function, however, to evaluate student papers or to do students' work for them.

*Mary O'Malley  
Co-ordinator, Learning and Writing  
Centre, Counselling and  
Development*

### Work starts soon on "Financial Framework" review plan

## Staff being asked to find ways to streamline administrative work

BY KEN WHITTINGHAM

The go-ahead has been given to review all of Concordia's administrative and service units as part of a plan to help meet the budget goals outlined before Christmas in a widely-circulated document titled *A Financial Framework: 1994-1999* (see CTR Jan. 13/94).

Units in the academic sector are not involved in this review process.

The reviews are designed to find ways for all administrative and service units to operate more efficiently, presumably by streamlining procedures or eliminating overlapping functions or unnecessary activities. The reviews are neither performance critiques nor staff evaluations.

Money saved through the exercise will be used during the next five years to help repay some of Concordia's approximately \$36-million accumulated debt, to pay negotiated salary increases, and to fund new initiatives.

Between now and 1999, spending must be reduced by \$5.6 million (10.5 per cent) in administrative and service areas, and by \$5.9 million (5.5 per cent) in academic areas.

A firm called Canada Consulting of the Boston Consulting Group has been retained to assist with the review process and has begun meeting with senior University officials to lay the groundwork for the review project.

The reviews will be led by a steering committee which will report to the Office of the Rector (*i.e.* the Rector, the three Vice-Rectors and the Secretary-General), as well as to Senate and the Board of Governors.

The departmental reviews will be conducted by a project team composed in equal numbers of consultants and Concordia staff.

#### Progress report

In a progress report issued this week to all staff, faculty and students, Organizational Reviews Steering Committee Chair Joy Bennett said that the project team will report its findings and recommendations on a

regular basis to the Steering Committee. It, in turn, will make regular reports to the rest of the community.

"Everybody knows how disconcerting things like this can be for the people involved, so the goal is to try to be as open as possible," Bennett told CTR. "There are no secret agendas at work here. Everything has been laid out in the Financial Framework text."

The reviews will be conducted in phases. About half of Concordia's administrative units will be included in the first phase. A listing of designated departments and review dates will be released as soon as it is complete.

"All union contracts will be respected during this process," Bennett added.

"If, over time, positions should be redefined or even eliminated, every effort will be made to transfer individuals to other positions."

As regards salary savings, the senior administration believes that these can be found through such things as attrition or reductions in overtime and subcontracted work, Bennett said.

It is more likely that there will be a need to retrain and reallocate staff, Bennett said. This would unfold as resources are realigned to meet clearly defined University goals.

*'Bottom-up' philosophy will be used to earmark spending cuts*

### Hotline planned to address concerns

Seven people have been named to the Operational Reviews Steering Committee to oversee the review process getting underway at Concordia.

In alphabetical order, they are: Associate Vice-Rector Institutional Relations and Finance Joy Bennett (Chair); Centre for Building Studies Director Paul Fazio; School of Graduate Studies Dean Martin Kusy; Bookstore Manager Lina Lipscombe; Ronald Mackay, Director of the Centre for Teaching English as a Second Language; Art Education and Art Therapy Chair Elizabeth Sacca; and Environmental Health and Safety Prevention and Compensation Co-Ordinator Nicole Saltiel.

Five resource staff have also been appointed to assist the committee. They are: Associate Vice-Rector Services Max Barlow; Budget Director Irvin Dudeck; Institutional Planning and Research Director Garry Milton; Human Resources Director Susan O'Reilly; and Public Relations Director Ken Whittingham.

In what was described this week as the first in a series of communications to staff, faculty and students,

Bennett said that "the steering committee is committed to ensuring that the [review] process is open and fair, and that the primary result will be improved procedures and processes. It is important to all of us that the results of this exercise are positive."

"The consultants have emphasized that in their experience, the best ideas almost always come from the people actually doing the work. The success of this project, therefore, will depend upon extensive consultations with staff, faculty and students at all levels. These consultations will include interviews, focus groups and surveys."

"Whether your unit is part of the review or not, during the coming months you may be asked for your opinions, ideas or suggestions about activities that relate to your area. The consultants and the other members of the project team will be relying on your expertise and experience to bring about positive change."

The project team will establish a hotline for thoughts and ideas relating to the review, she said. — KJW

#### Clarification regarding CTR supplements

Questions have been put to CTR regarding the publication of a "Self-Appraisal Dossier" by the Office of the Vice-Rector Academic in the March 17, 1994 issue. That supplement was paid for by the Office of the Vice-Rector Academic, which takes responsibility for its contents.

It is CTR's stated policy (CTR, March 25, 1993) to publish paid supplements by any unit of the University, provided they meet the practical requirements of our publishing schedule and do not contravene the standards of taste and fairness described in our letters policy, which states that "letters disparaging the behaviour or decisions taken by an individual which are not of a public nature, letters quoting exchanges between two or more parties in private conversation or personal correspondence, and letters venting an opinion about the integrity of colleagues will not be published."

There are eight supplements or lengthy notices whose costs are absorbed by CTR, because they were well established before the policy on paid supplements was formulated. They are Library News, the Ombuds Office Report, Emergency Procedures, Professorial Promotions, The Future of Concordia Conference, Staff Training and Development Workshops, the Report of the Office of Sexual Harassment and the Auditor's Report.

At present, paid supplements cost \$100 per page, including basic design, printing and distribution. (Intensive copy-editing and design may cost extra.)

### Governors start search process for rector, two deans

The Board of Governors has established three Advisory Search Committees for the positions of Rector, Dean of the Faculty of Commerce and Administration, and Dean of the Faculty of Engineering and Computer Science.

Elections to the committees will be held during April and May, and the Governors will likely approve the committees' membership at the Board's May meeting.

Rector Patrick Kenniff's term ends May 31, 1995; Commerce and Administration Dean Chris Ross' term ends January 31, 1995, and Engineering and Computer Science Dean Donat Taddeo's term ends May 31, 1995.

Kenniff told the governors on March 16 that he would not seek another mandate; the other two incumbents have not yet indicated their intentions.

In other business, the governors appointed Concordia Student Union (CSU) Co-President Philip Dalton as the University's first student representative on the Board's Senior Salaries Committee.

Other student and faculty appointments included: Psychology Professor Tannis Arbuckle-Maag, to the Senior Salaries Committee and the Personnel Committee; Political Science Professor Henry Habib, to the Personnel Committee; CSU Co-President Lana Grimes, to the Real Estate Planning Committee, Commerce and Administration Students' Association President Ramy Sedra, to the Collective Bargaining Committee, and Engineering and Computer Science Students' Association President Stanley Yee, to the Personnel Committee.

The governors also approved new rules and procedures to implement the recommendations adopted last month governing the appointment of senior University officials.

Concordia's provisional operating budget for 1993-1994 was also tabled at the meeting. The document will now be referred to Senate and its standing committees for comment and recommendations. CTR will provide additional information about the budget in upcoming issues. — KJW

### Applications to Sponsor Visiting Lecturers

#### Now Available

The Visiting Lecturers Committee of Concordia University invites applications from the University Community to sponsor Visiting Lecturers for the Fall semester 1994. Application forms and guidelines may be obtained from the Chair, Director, Principal or Head of an Academic Unit or from the Office of the Associate Vice-Rector, Academic (Curriculum and Planning). Applications for the Fall semester must be submitted to the Office of the latter at Loyola, Room AD 232, by **April 22, 1994**.

Late applications cannot be accepted.



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REAL EDUCATION FOR THE REAL WORLD



# RULES AND PR ADVISORY SEAR

These rules and procedures have been adapted from BG-94-2-D12, as amended, the Report and Recommendations of the Task Force on the Revision of the Recommendations made by the Ad Hoc Committee on the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees.

## General Provisions

1. These rules and procedures shall apply to the positions of Rector, Vice-Rectors, Secretary-General, Academic Deans and the Director of Libraries.
2. The term of office of all senior administrators shall terminate on 31 May regardless of when the appointments may have begun. The term of office for senior administrators is normally five (5) years.
3. The Board of Governors (hereinafter "the Board") shall initiate the search process at its March meeting in the year prior to the expiration of the incumbent's term of office. The Board shall begin the process by establishing an Advisory Search Committee (hereinafter "the Committee") and by determining its composition.
4. The Committee shall normally forward its recommendation to the Board no later than the February Board meeting.

## Composition of Committees

Unless modified by the Board for a specific case, the following rules shall apply with respect to the composition of the Committee:

5. A Committee shall be composed of eleven members.
6. Members of a Committee shall be elected by the Board based on the nominations made by the various constituencies and recommended to the Board.
7. The various constituencies shall nominate their representatives between the months of March and May and the Board shall elect the members of a Committee at its May meeting.
8. The election process for faculty members to be nominated to a Committee shall be governed by uniform, University-wide procedures, to be proposed and determined in the way in which the Board shall deem to be the most appropriate. These procedures shall, as well, provide for eligibility rules applying to all members of the University community.
9. For the purposes of a Committee, the following definitions shall apply:

*Faculty Members:* may include full-time, part-time members and librarians.

*Chair:* the person to whom the position being searched reports.

*Representative of the senior management:* a Vice-Rector, the Secretary-General or a Dean.

10. The composition of each Committee shall be as follows:

### Rector

- 1 Chair;
- 2 Members of the Board, representing the community-at-large or the alumni, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by each Faculty;
- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;
- 1 Member of the administrative and support staff, nominated in conformity with the Electoral College Policy.

### 11 Total

### Vice-Rector, Academic

- 1 Chair;
- 2 Members of the Board, one of whom shall be a representative of the community-at-large or the alumni, the other shall be a faculty member, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by each Faculty;
- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;
- 1 Member of the administrative and support staff from one of the units reporting to the Vice-Rector, Academic, nominated in conformity with the Electoral College Policy.

### 11 Total

### Vice-Rector, Institutional Relations and Finance

- 1 Chair;
- 2 Members of the Board, representing the community-at-large or the alumni, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by each Faculty;
- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;

- 1 Member of the administrative and support staff from any of the administrative units reporting to the Vice-Rector, Institutional Relations and Finance, nominated in conformity with the Electoral College Policy.

### 11 Total

### Vice-Rector, Services

- 1 Chair;
- 1 Member of the Board, representing the community-at-large or the alumni, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by each Faculty;
- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;
- 1 Member of the administrative and support staff from any of the administrative units reporting to the Vice-Rector, Services, nominated in conformity with the Electoral College Policy;
- 1 Librarian, nominated by the professional librarians.

### 11 Total

### Secretary-General

- 1 Chair;
- 2 Members of the Board, representing the community-at-large or the alumni, recommended by the Executive Committee of the Board;
- 3 Faculty members, elected by the faculty members of the Board, from amongst themselves;
- 1 Vice-Rector, recommended by the Executive Committee of the Board;
- 1 Librarian, nominated by the professional librarians;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;
- 1 Members of the administrative and support staff from any of the administrative units reporting to the Secretary-General, nominated in conformity with the Electoral College Policy.

### 11 Total

### Academic Deans (Faculties)

- 1 Chair;
- 2 Members of the Board of Governors, one of whom shall be a representative of the community-at-large or the alumni, the other shall be a faculty member from a Faculty other than the one whose deanship is being searched, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by the faculty at large in the Faculty where the position is being searched;

- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Students (one graduate and one undergraduate) from the Faculty where the position is being searched, nominated by their respective student associations;
- 1 Member of the administrative and support staff from the Faculty in question, nominated in conformity with the Electoral College Policy.

### 11 Total

### Dean of the School of Graduate Studies

- 1 Chair;
- 2 Members of the Board, one of whom shall be a representative of the community-at-large or the alumni, the other shall be a faculty member, recommended by the Executive Committee of the Board;
- 4 Faculty members, elected by each Faculty;
- 1 Representative of the senior management, recommended by the Executive Committee of the Board;
- 2 Graduate students nominated by the Graduate Students' Association;
- 1 Member of the administrative and support staff from the School of Graduate Studies, nominated in conformity with the Electoral College Policy.

### 11 Total

### Director of Libraries

- 1 Chair;
- 1 Member of the Board, representing the community-at-large or the alumni, recommended by the Executive Committee of the Board;
- 4 Librarians nominated by the professional librarians;
- 2 Faculty members elected by the faculty members of Senate;
- 2 Students (one graduate and one undergraduate) nominated by their respective student associations;
- 1 Member of the administrative and support staff from the Libraries, nominated in conformity with the Electoral College Policy.

### 11 Total

### Profile of Ideal Candidate

11. A profile of the ideal candidate shall be prepared by the senior administration.

## Habib/Taylor Task Force tables

Political Science Department Chair Henry Habib, who was half of a task force mandated to draw together the various strands of debate on the overhaul of search committee rules, is pleased with the results.

Habib and his colleague on the Board of Governors, Air Canada Chairman Emeritus Claude Taylor, were appointed by the Board in June 1993 to revise the recommendations of the Ad Hoc Committee for the Revision of the Composition, Rules and Procedures for Evaluation and Advisory Search Committees.

The rules based on their report were adopted by the Board on March 16, and are reprinted in full on these pages.

Here is a list of termination dates for the positions subject to search committees: Dean, Faculty of Fine Arts (May 31, 1994); Vice-Rector, Academic (Aug. 31, 1994); Dean, Faculty of Commerce and Administration (Jan. 31, 1995); Rector (May 31, 1995); Dean, Faculty of Engineering and Computer Science (May 31, 1995); Vice-Rector, Institutional Relations and Finance (May 31, 1996); Vice-Rector, Services (Dec. 31, 1996); Dean, Faculty of Arts and Science (May 31, 1997); Dean, School of Graduate Studies (May 31, 1997); Director, University Libraries (Dec. 31, 1997).

12. In determining the profile, the senior administration shall invite Senate, the Faculty Councils, the Council of the School of Graduate Studies and other relevant constituencies, such as departments, individuals, as well as the Executive Committee of the Board, to provide input and to contribute to the development of the profile.

13. Following the consultation above, the senior administration shall complete the profile between the months of March and May.

14. Once finalized, the profile shall be forwarded to Senate for its comments and input before being submitted to the Board for final approval at its May meeting.

15. Once approved by the Board, the profile shall be forwarded to the Chair of the Committee as the basic document on which the Committee is expected to base its deliberations.

16. The approved profile shall be made public and shall accompany the call for nominations.

## Procedures of Committees

### a) General

17. When advertising a position, the qualifications and experience needed for the position shall be defined in a way that invites and encourages women candidates.



# PROCEDURES FOR SEARCH COMMITTEES

## search committee rule revisions

Certain changes in procedure stand out in Habib's mind as being particularly important:

- the publication of all the names on the candidates' short-list
- the sending of senior administrators' positions straight to the search process without having to be evaluated
- the removal of the oath of confidentiality sworn by search committee members
- the establishment of a mechanism for conflict resolution
- a more pro-active approach toward hiring female senior administrators
- an opportunity to tailor the composition of the search committee to the nature of the position to be filled
- a year's lead time for the search process to be conducted
- the inclusion of the whole University community in the development of the profile of the ideal candidate.

"We wanted, for the first time, to represent the feelings of the community at large, and I think we succeeded," Habib said.

18. Proactive procedures shall be used to seek out women candidates.

19. Procedures shall be adopted to avoid even inadvertent discrimination.

20. In the case of a search for a Dean, the report of the Review Committee for the Periodic Appraisal of the Faculty or other academic unit shall be considered by the Committee as part of the input to be obtained and in conjunction with other forms of input.

21. With the exception of a search for the position of Rector, the Rector shall be consulted and shall have the right to give his or her input at any stage of the process.

22. A Handbook for Advisory Search Committees shall be provided to Committee members before its first meeting comprising: 1) the present Rules and Procedures; 2) guidelines on the application of the rules of natural justice; 3) information on how to avoid inadvertent discrimination. This Handbook shall be prepared and updated by the University Legal Counsel.

### b) Short-Listed Candidates and Consultation

23. After informing the candidates, the short-list of candidates shall be made public within the University community no less than thirty (30) and no more than sixty (60) days before the Com-

mittee is scheduled to make its recommendation to the Board.

24. With the exception of a search for the position of Rector, the Committee shall, prior to the short-list being made public, inform the Rector as to the names of the candidates on the short-list and seek his or her input.

25. The Committee shall normally provide an opportunity for the University community to meet informally once with each of the candidates on the short-list individually. The purpose of such consultation is to involve the University community in the process by way of dialogue and exchange of views with the candidates. The following consultation process shall apply and the members of the Committee shall be present during these meetings:

*Rector:* The candidates on the short-list shall be invited to a joint open meeting of the Board and of Senate. The Chancellor shall chair such meetings.

*Vice-Rectors, Secretary-General:* The candidates on the short-list shall be invited to a joint meeting of the Executive Committee of the Board and the Steering Committee of Senate. The Rector shall chair such meetings.

*Deans:* The candidates on the short-list shall be invited to meet with the members of the relevant Faculty Council. For the Dean of the School of Graduate Studies, the candidates shall be invited to meet with the Council of the School of Graduate Studies. The Vice-Rector, Academic shall chair such meetings.

*Director of Libraries:* The candidates on the short-list shall be invited to meet with the Directors of the administrative units within the Library. The Vice-Rector, Services shall chair such meetings.

26. Members of the University community may provide comments regarding the candidates on the short-list to the Committee.

### c) Recommendation to the Board of Governors

27. When the Committee has agreed on the best candidate and is ready to make its recommendation to the Board, the Committee shall inform the Rector and the Chair of the Board as to its final choice.

28. If the Rector disagrees or has strong reservations with the recommendation, he or she shall so inform the Committee and shall

provide to the Committee the reasons why he or she finds the recommended candidate unacceptable.

29. Under no circumstances shall the recommended candidate be informed of the Committee's recommendation before the Chair of the Board and the Rector have received a copy of the recommendation and have agreed to support it.

30. The recommendation of the Committee shall be reasoned, shall reflect the Committee's conclusions, shall be signed by all the Committee members and shall indicate the numerical vote only. The reasoned recommendation may include a minority recommendation, in which case both recommendations shall be submitted to the Board.

31. In addition, the reasoned recommendation shall include a section dealing with the profile which had been established indicating the manner and extent to which the recommended candidate is based on the profile.

32. Upon receipt of the reasoned recommendation, the Secretary of the Board shall include consideration of the recommendation on the Agenda of the Closed Session of the Board at its next regular meeting.

33. All discussions related to a recommendation shall occur in the Closed Session until it is adopted by the Board at which time it shall be announced in the Open Session.

34. The motion embodying the Committee's recommendation and seeking the Board's approval shall be moved by the Rector. The Rector may express one of two personal opinions with respect to the recommendation; that he or she fully supports it or that he or she has serious reservations about it.

35. In the case where the position of Rector is being searched, the Chair of the Board shall move the motion.

### d) When Rector Unable or Unwilling to Move Motion

36. When the Rector is unable or unwilling to move the motion seeking the Board's approval for the recommendation, the recommendation shall nonetheless be brought forward to the Board by the Chair of the Committee.

37. The Rector shall inform the Board as to his or her reasons for disagreement with the recommendation.

38. The Board shall give preliminary consideration to the Committee's recommendation, at least to be informed as to the issues involved. At this point, the Rector may recommend and the Board may decide to refer the matter back to the Committee. In such cases, the University community shall be informed of this decision.

39. If the matter is referred back to the Committee, it shall reconsider its recommendation and the other candidates on the short-list. The Committee may decide to invite the Rector to meet with the Committee, if it deems appropriate, in order to obtain additional information.

40. If the Committee decides to recommend another candidate on the short-list, the recommendation shall be submitted to the Board, at its next regular meeting, and if approved, the Board shall make the appointment.

41. Should the Committee recommend the same candidate, the recommendation shall be brought forward to the Board for a second time at its next regular meeting. The Board shall then discuss the recommendation on its merits and in light of the information that may have been gathered on the subject.

42. Following the discussion, the Board shall choose one of three options: 1) to accept the recommendation of the Committee and appoint the candidate; 2) to disband the Committee if it deems appropriate; 3) to take any other decision it deems appropriate.

43. Should the Board decide to disband the Committee, another Committee shall be established at the same meeting, with elections to follow at a later Board meeting. The new Committee shall start the search process anew.

44. The concerned academic unit and the entire University community shall be kept informed at every stage as to the progress made in attempting to resolve the disagreement and how it was ultimately resolved.

### e) Confidentiality

45. By agreeing to serve on a Committee, members are presumed to undertake to respect the limits of confidentiality. Members of a Committee owe a duty to one another to protect the freest possible expression of opinion in Committee deliberations so as to preserve the integrity of the process. Members shall, at all time, respect standards of integrity, civility and ethical behaviour.

46. In particular, the identity of all candidates whose names are not retained on the short-list, all documentation, as well as all the deliberations surrounding and leading to agreement on the short-list of candidates, shall remain confidential.

47. In addition, the Committee's deliberations leading to the choice of the recommended candidate from the short-list shall remain confidential.

48. In cases where a material breach of confidentiality has taken place, and after due process, exclusion from the Committee may follow without a replacement. In cases where the breach of confidentiality is deemed less severe, a minor sanction, such as a reprimand, may ensue. The Chair of the Board is responsible for ensuring due process. For the purpose of this paragraph, due process is defined as applying the rules of natural justice which comprise two elements:

- Audi alteram partem* – the duty to give a person against whom a complaint is made a reasonable opportunity to present his or her case;
- Nemo judex in causa sua debet esse* – the duty to ensure that all steps leading to a decision are untainted by bias.

### f) Irregularities in the Proceedings of a Committee

49. There may be two types of irregularities in the context of a Committee:

- substantive irregularities equivalent to a breach of due process, such as failing to inform a candidate of certain allegations made against him or her, or denying a candidate the right to respond to these allegations in the presence of the Committee;
- technical or procedural irregularities, such as scheduling meetings or changing the dates of meetings without consulting Committee members or the failure to circulate the minutes of meetings in order to have them approved by members.

50. In the case of irregularities in the proceedings of a Committee, any Committee member may report them to the Chair of the Board and solicit his or her intervention. The Chair of the Board shall investigate the alleged irregularity with the Chair of the Committee. Should the intervention of the Chair of the Board fail, an Ad-Hoc Committee shall be established to deal with a formal complaint.



# Information at their fingertips

BY BROOKE GRANTHAM

Since January, Concordia Journalism students, who are taught that good research is the key to great journalism, have had a powerful new tool: a full-text online computer database system called Lexis-Nexis.

Using a computer and modem, they can instantly call up full stories

from a vast number of major English-language newspapers, magazines and wire services around the world, including half a dozen Canadian dailies and countless national and provincial magazines.

And surprisingly, the students' access is unlimited. The Journalism Department pays a flat rate of only \$110 U.S. per month for the service. (Normal corporate rates run

between \$110 and \$270 an hour.)

"I think it's absolutely amazing," said Arne Morten Rolseth, a fourth-year Concordia Journalism student from Norway, who uses the system to do research for many of his assignments. "There's so much available there. Time goes too fast." He used the system to keep up with news from home during the Olympics.

"It's exceedingly important to do this, with the business going more and more electronic," said Acting Department Chair Enn Raudsepp. "It's important that the students get that kind of background."

Journalism now offers a three-credit course which teaches not only how to use Lexis-Nexis, but several other online databases. Library Studies Professor Marlene Giguère, who teaches the course, regularly used such systems when she worked as a freelance "information broker" before coming to Concordia. To prepare for the course, she spent time last summer with *Gazette* reporters Rod Macdonnell and Andrew McIntosh, learning how

they use online databases for their award-winning investigative reports.

"I think that the greatest thing about online is that it gives you really fast access to information," said Giguère. "It can give you very current information on complex topics, provided you know how to combine your topics to get something very specific."

Lindsay Crysler, who headed the Journalism Department until last summer, said he tried for years to arrange access to such a system for his students, "but the fees were just out of the question."

In the fall of 1992, a colleague from Ryerson Polytechnic University in Toronto told him about Lexis-Nexis and its cheap educational rates.

"It is cheap, but still, \$110 U.S. a month is a fairly steady [expense]. That's still \$1,800 a year, which is a lot for the dinky budget we have," he said.

The Department's budget, excluding salaries, is \$32,000 a year.

Crysler said he was sold on Lexis-Nexis when he heard about a Chinese journalism student working on

his Master's at Carleton University.

"He went through 12 years of material from the Xin Hua [Chinese English-language] news service, for whom he worked, on Lexis-Nexis. And he said that he had better access to files sitting there at Carleton than he would have if he had been home. So that sort of clinched it in my mind."

"There's just tons of stuff in there. I go in from time to time looking for stuff that might be useful for whoever's doing this or that presentation. There's almost too much."

Infomart, owned by Canada's Southam newspaper chain, is a similar news database, but it focuses on Canadian publications. It charges educational institutions \$1.85 per minute (\$111 per hour), plus \$1.60 for each document the client requests.

Lexis-Nexis, owned by U.S.-based Mead Data Central, also contains an extensive legal database. It charges an educational rate of \$110 U.S. per month or \$15 per hour, with no extra charges for documents.



Second-year journalism students Sabine Kaschke and Diane Couzian working at the new Lexis-Nexis terminal.

## Graduate History students succeed with conference

BY BARBARA BLACK

The Concordia Graduate History Students' Association (CGHSA) staged an international conference recently which was so successful that they plan to make it an annual and even bigger event.

Fifty-five participants from Halifax to London (Ontario) took part in the conference, staged March 11 and 12 in the J.W. McConnell Building.

Unlike many academic conferences, this one was theme-less. "We didn't want to exclude anyone,"

explained organizing committee member Lori Errington. "And strangely enough, almost everything fit together."

One session, called "Boys Will Be Boys: Canadian Organizations for Young Men," included a paper on the Boy Scouts and another on the reform of volunteer fire brigades in mid-19th-century Toronto. Another, on Media and Marginalization, included a paper on Canadian media and feminism from 1939-70, and another on George Orwell and the BBC's Eastern Service from 1941-43.

There were papers on American

foreign policy, Canadian social policy, journals as historical sources, 19th-century utopian communities, and the push toward a more broadly inclusive view of history. These papers reflected a trend, Errington said, for social history to take over from more traditional political history.

The conference included a panel discussion with the encouraging title, "Beyond the Faculty Club: Alternate Careers in History," which explored job opportunities in the media, archives and other venues outside academia.

"All the papers were excellent,"

Errington said. "They showed great professionalism." Her enthusiasm was echoed by History Professor John Hill, who is the graduate programme director. Next year the CGHSA will send out calls for

papers across the continent. The organizing committee included Tanya Blumel (CGHSA president), Lori Errington, Lara Munro, Paul Burnett, Keith Lowther and Peter McFarlane.

# The theme can be themelessness

## See Spot run



Robowars, always a popular spectator sport at Concordia, was held March 25 on the Henry F. Hall Building mezzanine. Enjoying post-"war" fun, above, are Bryan Soares, of John Abbott College's Energy Management programme, with his robot, Spot; Robert Idsinga, also of John Abbott, with Daffy Ducted; and Charles Alix, with The Boss (Charles is the son of Concordia technician Richard Alix).

Robowars was initiated in 1991 by the late Professor Jaan Saber, who supplied the prizes for the first competition out of his own pocket. It is now sponsored by the Faculty of Engineering and Computer Science, and dedicated to Professor Saber's memory.

Eight battery-powered robots, some remote-controlled and others with built-in sensors to detect the edge of the competition ring, battled it out. First prize was split between Soares' and Royce Lagueta's Spot, and Straight Toaster, the creation of Concordia's Dave Chu and Nicky Ayoub.

## ARTS AND SCIENCE Academic Advising Guide FOR UNDERGRADUATE STUDENTS

- How to read your transcript
- Academic Terms and Regulations explained
- How to calculate your GPA
- Where to get academic assistance
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- Graduation check list
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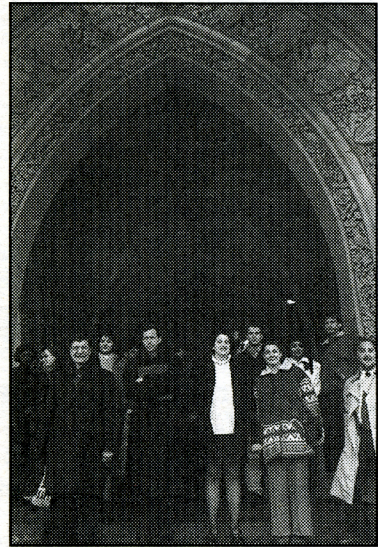
This notice has been placed by your Office of Student Affairs, Arts and Science  
SGW 848-2101 (LB-689); Loyola 848-2104 (AD-328)



# Concordia petition to ban handguns goes to the law-makers

On March 24, one of Concordia's big red buses pulled up on Ottawa's Parliament Hill, carrying about 70 concerned people and 200,000 signatures of concerned Canadians.

The petition, conducted across the country for more than a year, grew out of widespread outrage at the shooting of four Concordia professors with legally obtained handguns on August 24, 1992. More than 200 national organizations support the petition, which calls for a complete ban on handguns for private citizens. After a press conference, a multi-party group of MPs delivered the petition to the floor of the House of Commons.



Concordia delegates pause in front of the entrance to the Peace Tower.



Petition signatures, which filled 10 big boxes, are displayed at a press conference in the National Press Theatre, across the street from Parliament Hill. From left to right, MPs Paulette Venne (Bloc Québécois) and Warren Allmand (Liberal), Rector Patrick Kenniff and Senator Thérèse Lavoie-Roux (PC) present the petition to the media.



The Concordia bus draws up to the main door of the Parliament Buildings.

Arts and Science task force gets out the order book

## Advising video was a smash hit in Burlington

Sylvia Carter and her friends from Concordia hoped for a favourable audience for their video, but they didn't expect to make sales on the spot.

The group, who as members of the 1993 Arts and Science Academic Orientation Task Force con-

ceived and produced a video for students, was in Burlington, Vermont, on March 17 and 18 to show off their "portable" advising skills to the National Academic Advising Association Regional Conference.

Carter, who is Vice-Dean (Student Affairs) for the Faculty of Arts and Science, was thrilled with the reception accorded their innovative video, and their presentation, called "From Print to Video: Academic Advising for the TV Generation."

"The response was overwhelming," she reported. "Delegates were

impressed with the originality, creativity and humour of the video.

"More important, although we did not expect it, 19 people wanted to purchase the video immediately. We had to take orders."

Besides Carter, the group included academic advisor Jo Ann Welsh (Arts and Science Student Affairs) and Professors Jim Jans (Psychology) and Dan Otchere (Economics). Task Force members Sheelagh O'Neil, an administrative assistant in Communication Studies, and graduate student Catherine Moore

were unable to attend.

The 33-minute video (shortened to 17 minutes for the Vermont showing) was conceived as a way to reach as many as possible of the sprawling Faculty's 12,500 students, who may be in any of 33 departments on two campuses, and may speak any of a dozen languages more readily than English.

Concerned that students might be overwhelmed by a flood of well-intentioned material in print, the task force created a fast-moving video which presents basic information in a user-friendly format. They had the assistance of third-year students in Television Production, under the supervision of Professor Nikos Metallinos (Communication Studies). — BB



Buoyant in Burlington: Task Force members Jim Jans, Jo Ann Welsh, Sylvia Carter and Dan Otchere.

### NOTICE TO ALL QUÉBEC GOVERNMENT STUDENT LOAN AND BURSARY RECIPIENTS

You may be eligible for additional financial aid in the current year if you meet **all** of the conditions in either category 1 or 2:

#### CATEGORY 1

- ☐ You submitted an application for financial assistance for the 1992-1993 academic year (June 1, 1992 to April 30, 1993) **and**
- ☐ You submitted a declaration of actual situation for the 1992 - 1993 academic year **and**
- ☐ Your employment income, bursary income and other financial resources are \$500 less for the 1994 winter term (January 4, 1994 to April 30, 1994) compared to the 1993 winter term (January 4, 1993 to April 30, 1993).

#### CATEGORY 2

- ☐ You submitted an application for financial assistance for the 1992 - 1993 academic year (June 1, 1992 to April 30, 1993) **and**
- ☐ You did not submit a declaration of actual situation for the 1992 - 1993 academic year **and**
- ☐ Your bursary income and other financial resources other than employment income are \$500 less for the 1994 winter term (January 4, 1994 to April 30, 1994) compared to the 1993 winter term (January 4, 1993 to April 30, 1993).

If you meet the conditions in either category 1 or 2, contact the Financial Aid and Awards Office (LB-085 and LB-185 on the Sir George Williams campus) and request a form for the reexamination of your current year file. A special one time only review procedure has been established for students who have been adversely affected by a change in government need assessment policy.

DEADLINE: JUNE 15, 1994

FINANCIAL AID & AWARDS OFFICE



### Nominations for Spring Convocation Medals & Awards

May 2<sup>nd</sup> is the deadline to nominate graduating students for the Concordia Medal, the Malone Medal and the O'Brien Medal, and to nominate any member of the University Community for the First Graduating Class Award.

Nomination forms and lists of the criteria applicable to each prize are available from the Dean of Student Offices (SGW: 2135 Mackay St.; Loyola: AD 121) and the Student Service Centres (SGW: LB 185; Loyola: AD 211).



**Concordia**  
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

### CTR seeks Editorial Board nominations

Concordia's *Thursday Report* is seeking faculty, student and staff representatives to serve on the newspaper's eight-member Editorial Board for the academic year 1994-95.

The Board assists in developing editorial policy and suggests ways to promote accurate, balanced reporting to ensure that *Concordia's Thursday Report* reflects the interests and concerns of the University community.

Each member of the Board will serve a one-year term spanning the academic year. A minimum of two meetings are held, one in the fall and one in the spring.

CTR welcomes nominations from any member of the Concordia community interested in making the newspaper a better vehicle for campus communication.

Nominations should be sent to The Editor, CTR, 1463 Bishop (BC-117).



## Student Referendum Voting Information

### WHEN?

April 5, 6 and 7, from 10 a.m. to 8:30 p.m.

### VOTING LOCATIONS

Henry F. Hall Building lobby and 7th floor, VA Building lobby, Victoria Gym main entrance, AD Building lobby, GM Building (second floor), Loyola Athletics Centre, Bryan Building lobby, and Campus Centre Cafeteria

### ELIGIBLE

All Concordia University undergraduate, independent and graduate students.

### QUESTION

"Do you agree to pay a fee of up to \$4 per credit for constructing and equipping this centre? This rate will apply from 1994 until 1999. From the year 2000 until 2004, the rate will increase to up to \$6 per credit."

*The quorum for this referendum is set at approximately 7,500 students.*

Margaret Somerville delivers final talk in HIV/AIDS series

## Wall of fear keeps victims out

BY SYLVAIN COMEAU

Historians must feel a sense of déjà vu when they look at the course of AIDS and immigration/travel policy, according to Margaret Somerville, director of McGill's Centre for Medicine, Ethics and Law.

Speaking at Concordia on March 11, Somerville said that the parallels between past epidemics and AIDS belie much of the progress of modern society.

"Even though we are a secular, post-modern society, we still engage in isolation rituals. But we can't do these rituals without someone to isolate, so we pick someone for that purpose and create a physical separation between them and us."

The U.S. has banned HIV carriers and AIDS sufferers from entering the country, and under the Canada Immigration Act, public health and the potential cost of the person's illness are both grounds on which immigrants can be excluded. Somerville sees these policies and those of other nations as attempts to accomplish physical separation between HIV/AIDS carriers and the rest of us, which goes beyond efforts to keep the disease out of national boundaries.

### Reminded of our mortality

"If we see immigration and travel restrictions as a wall, a wall motivated by fear, then we can see why people with HIV and AIDS are sometimes kept out. We're trying to keep not just the disease out, but also fears about being reminded about our own mortality."

Such attitudes follow the pattern of past epidemics, such as leprosy.

"People wanted to keep a distance

from lepers out of disgust as well as fear, and there was not a war on leprosy but a war on lepers. Leprosy was seen as a punishment for sin — sound familiar?"

Another example is the bubonic plague (also known as the Black Death), which was consistently seen as brought by strangers. And sufferers from syphilis were forbidden by the Catholic Church to take communion.

"They were isolated from the Church, and eventually excommunicated. Today, AIDS victims are not excommunicated, but they are isolated from other communities."

We use disease to define social boundaries, she said, but current travel and immigration restrictions on HIV/AIDS victims are also related to the relatively recent concept of privacy.

### Privacy means control

"The concept of privacy emerged in the 19th century, and now it is even considered a constitutional right. Part of privacy is the idea of control — control over our own lives, and over our own bodies, and being able to keep others out."

Privacy has now been extended to state sovereignty. The argument is made that "the state has an absolute right to exclude people, and it's a privilege to be allowed into a state where you're not a national." The other justification offered is the "comity of nations," in which nations would have to show that they have a right to protect themselves, but "they can't show that keeping HIV-infected people out is necessary to protect themselves, because in the case of immigration, for example, that represents very small numbers, and any nation has

plenty of people who are already infected.

"We need to ask why civilized nations like the U.S., and in some cases Canada, would exclude those with HIV, given the suffering and stigmatization of those affected, and those societies' claims of respect for human rights."

Somerville's lecture was the last in the HIV/AIDS Advisory Committee lecture series on AIDS, which started last September.

## Parisella, Charest to teach here

John Parisella, one of the key figures in the Bourassa government, and Progressive-Conservative leader-in-waiting Jean Charest will teach in the Political Science Department next semester.

Department Chair Henry Habib was pleased at the prospect, which he said reinforces the Department's reputation as having close connections with the real world of politics.

John Parisella, who is also an alumnus (Loyola BA, 1967), will teach a graduate course focusing on the issues which faced the Bourassa government from 1985 to 1994.

Charest lost his first bid for the Tory leadership to Kim Campbell, but survived a near-total electoral debacle and is now leading the rebuilding of the party. He will teach an undergraduate course on the role of the federal minister vis-a-vis government, Parliament and the bureaucracy.

—BB

## IN BRIEF...

### Faculty Personnel Committee election

The Arts and Science Faculty Personnel Committee has announced the results of its recent elections.

The four full-time members elected to two-year terms are Professors Thomas Adley, Tannis Arbuckle-Maag, Graeme Decarie and Harvey Shulman. The two alternates are Professors Morton Belinsky and Marthe Catry-Verron.

### Successful strategies revealed April 5

"Career Strategies: Concordia and Beyond" is the theme of a day of exhibits, videos, and resumé-writing clinics to be offered Tuesday, April 5, on the mezzanine of the Henry F. Hall Building on the downtown campus.

Successful people in a wide variety of fields will join job-hunting experts to inspire students looking toward their futures. The clinics on writing resumé's will be held at 11 a.m., 3 p.m. and 5 p.m.

The event is sponsored by Career and Placement Services, Liaison, and Alumni Affairs.

### Film Festival entries invited

The 25th Canadian Student Film Festival will be held in Montréal from August 27 to 31, 1994, during the Montréal World Film Festival (August 25 to September 5), the Conservatory of Cinematographic Art has announced.

To obtain registration forms, call 848-3878, or write to: Canadian Student Film Festival, 1455 de Maisonneuve Blvd., Ste H-109, Montréal, Québec, H3G 1M8. Deadline for entries: June 10. —BB

## Seaman Cup helps students 'get acquainted'



Students do the "get-acquainted dance" as part of The Mysterious Leisure Escape, the theme of this year's edition of the Seaman Cup, held March 18. The event is organized by Leisure Studies students to raise money for the Ross A. Seaman Leadership Award, given to students who show outstanding commitment to community service. A lot of fun was involved in the day's activities, which included games, a dinner, and an auction of valuable artifacts, including a Canadiens' hockey stick covered with players' signatures.

## Matti Terho still swinging



Avid skier, golfer, linguist and art lover Matti Terho was honoured by friends and colleagues earlier this month at a get-together marking the 25th anniversary of his ordination. This is a big year for Terho. Concordia's Lutheran Chaplain will be marking two other milestones — his 50th birthday and the 20th anniversary of his arrival at Concordia. Advocacy and Support Services Director Ann Kerby joined the festivities to offer Concordia's favorite Finnish pastor some tips on how to improve his swing.



# Beat, but unbowed

BY SYLVAIN COMEAU

Fans lined up two hours before the doors opened, sitting on the floor, taking turns waiting, as if the Rolling Stones were back in town. Instead, it was another '60s icon, the American poet Allen Ginsberg.

"It's been like this for the past couple of years. There is more and more interest in poetry and poetry readings, particularly the poetry of the Beat Generation. It's an oral tradition that's carried over to today," Ginsberg said after a press conference called to deal with a flurry of press attention greeting his visit to Montréal and Concordia's Henry F. Hall Building auditorium on March 16.

Ginsberg seems indifferent to the size of his following, unaffected by his status as one of the world's most famous poets. Before his reading, as hundreds of people without a chance of getting in jostled outside the already full auditorium, Ginsberg asked the audience: "Does anyone have a copy of my collected

poems here? Can I borrow one?"

Ginsberg has no interest in projecting an aura. The term "poetry reading," which conjures up images of a catered affair with a dress code and lots of flowery language, hardly describes his performance. He throws himself into every poem, his voice and body gripped by the passion, visceral anger and headlong, stream-of-consciousness cadence of his work. He doesn't so much read his poetry as experience it. The pain of his mother's death in a psychiatric hospital (expressed in *Kaddish*) or of a temporary break-up with long-time lover Neal Cassady (which inspired *When I Died*) can still haunt his reading of those works.

## Rejecting poetic formuli

From his seminal works to more recent, unpublished poems lambasting the Gulf War and the consumer culture, the connecting threads are a brutally honest, confessional style, a rejection of static poetic formuli and a defiant rebuffing of mainstream values.

Humour is perhaps one of the least recognized aspects of his uninhibited poetry, but Ginsberg had the audience in stitches with "Don't Smoke," his "contribution to the war on drugs," and "The Meditation Rock," (with the refrain, "Never too late to do nothing at all"), a musical ode to the Zen-like joys of meditation inspired by Bob Dylan and other rock stars.

At 67, the poet who was once on the FBI's Dangerous Security List remains outspoken and unapologetic about his life. "Nothing human is alien," he said, to explain his support for the Man Boy Love Association, a group which has

been accused of advocating pedophilia. Ginsberg dismisses its critics, saying it's "just a discussion group."

*Howl*, Ginsberg's best-known poem, prompted obscenity charges (which were later dismissed) after its publication in 1956. Asked whether the sexual openness of that work and other poems is appropriate in the age of AIDS, Ginsberg said that "I was most interested in sexual candour, which would be useful now so that people could actually discuss what they do to each other sexually, and what their status is."

Ginsberg is surely one of the few poets famous enough to be asked to pose for a Gap clothing ad, which appears in the current issue of *Rolling Stone* and other magazines. He is quick to point out that the proceeds go to the Jack Kerouac School of Disembodied Poetics at the Naropa Institute, as a notice in the left hand corner of the ad states.

"They hounded me for a long time to do that ad, and I kept saying no. Then I realized, why not kill two birds with one stone, both benefiting the Jack Kerouac School and giving it some publicity. I just asked for a lot of money, and got it."

He recently published *Snapshot Poetics*, a collection of 35 years of photographs, and a new collection of poetry, *Cosmopolitan Greetings 1986-1992*, will be released in May. He is completing an opera he wrote with Philip Glass, and a four CD set of poetry and music. With so much on his plate today, Ginsberg says that he doesn't feel nostalgic for the 60s.

"No, I pine for the present," he said enigmatically.

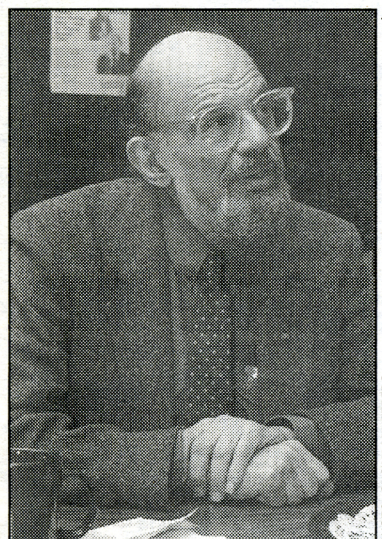


PHOTO: SUSAN MINTZBERG

## • KASS continued from page 1

how power and leadership struggles are resolved.

The CAPSULES project began February 20, 1994 when four Canadian astronauts entered a 64-foot long, windowless hyperbaric chamber located at the Defense and Civil Institute for Environmental Medicine (DCIEM) in Ontario. When the door closed, the astronauts had contact by radio only with the ground crew. During their week-long stay, the astronauts carried out various projects and experiments while being monitored by video cameras. Scientists outside the tube watched the team at work.

"The astronauts are under tremendous pressure — working to a tight schedule, getting the work done without any errors and being continually watched," said Kass. "This is very stressful."

During that week, Kass and her brother asked the astronauts and ground crew to keep a daily log of thoughts, feelings and observations about how their team was working

together, to participate in group processing sessions where people could discuss the team's interactions, and to fill out a reaction sheet asking specific questions about the group's dynamics.

## Excited about mission

Kass is still analyzing the information gathered, and won't say very much about her conclusions. However, she notes that "the data has helped me understand some of the conflicts and difficulties that can occur." She added that she enjoyed working with the astronauts and ground crew. "The team was marvelous to work with. They were very open to learning, co-operative and excited about this historic mission."

Kass also emphasized that the project was designed to gather more than data. The experiment included a training programme for the astronauts and ground crew. Before the mission began, Kass helped people assess their style of working in a group as well as their personal strengths and weaknesses. She then offered them a few coping strategies

and pitfalls to avoid while working together.

"We wanted to give them things to do in space that would keep the team going," said Kass. She noted that because the ground crew and astronauts can only talk but not see one another during a mission, misunderstandings and miscommunications can often occur.

Kass said the results of her research experiment will help both the Space Agency as well as other organizations to train groups working under difficult situations. For Kass, improving group dynamics means improving productivity and creativity. "The synergy that can happen in a group is very powerful," she said. "One person says something, then another builds on it, and so the end result is bigger than the initial individual contribution."

Kass's research has already attracted interest from other countries. In June she heads to Russia to do collaborative work with the institute responsible for psychological and medical testing of Russian cosmonauts.



PHOTO: JONAS PAPAURELIS

Communication Studies graduate Julie Guthrie deals for dollars.

## Alumni Phonathon rings in impressive results

More than 240 members and friends of the University lent Concordia their ears for a few hours, raising a record \$105,545 in pledges. (Last year's Alumni Phonathon raised \$91,760.)

The four-day event was held in Bell Québec's downtown office building.

Public relations officer Chris Mota was typical of those who participated in the event for the first time this year. Although she was nervous at first, that soon disappeared.

"It was amazing how after the second or third call we were laughing. It was a gas," said Mota, who graduated with a BA from Concordia in 1977.

One of Mota's pledges said he would double his \$50 donation if he lost a coin toss. Unfortunately, he won. "I said how about \$25 for honesty?" Mota said. "He told me he would donate \$100 next year."

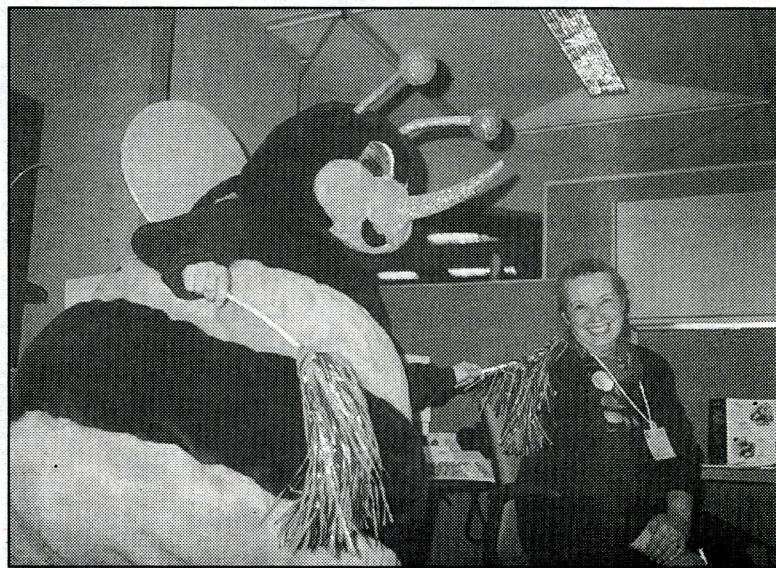
Advancement Associate Sylvie Battisti, the co-ordinator of the annual event, said she was particularly heartened by the number of unemployed graduates who agreed to make a pledge, however small,

and the number of faculty and staff members who volunteered their time.

The average caller raised \$440 in pledges. This year's average pledge increased slightly from \$41 to \$43. The callers managed to call about 95 per cent of the phone numbers they were given, a total of 11,646.

Organizers would like to thank Bell Québec, as well as the following sponsors, who supplied refreshments for the volunteers, and prizes to keep them aiming high: M-Corp (Mike's Restaurants), Saputo Cheese Ltd., Scotts Food Services — KFC, United Distillers Canada, Marriott Food Services, ID Foods Corporation, Via Rail Canada, Kelen Travel, and American Express Travel.

Madeleine Gohier (L-BA '74) walked away with the grand prize, two airline tickets to Florida. They were sponsored by Les Services de Voyages Inter Intra. Other winners included Concordia University Faculty Association President June Chaikelson, who received a \$50 gift certificate from Le Piemontais Restaurant for securing the highest number of pledges. —MO



Florence Stevens, Vice-Dean (Arts and Science) gets stung into action by the Concordia Bee.



# The BACK Page

Events, notices and classified ads must reach the Public Relations Department (BC-115) in writing no later than Thursday, 5 p.m. the week prior to the Thursday publication. For more information, please contact Kevin Leduc at 848-4881, by fax: 848-2814 or by e-mail: kevin@domingo.concordia.ca.

MARCH 31 • APRIL 14

## Alumni Activities

### Loyola Alumni Educational Grant

Deadline April 1, 1994. Several grants will be awarded to any full-time students who fulfill the University's admission requirements and remain in good standing, with preference given to children and grandchildren of Loyola College Alumni. Applications, which must be accompanied by a transcript of marks and letter of intent, are available from Concordia's Financial Aid and Awards Office, 1440 de Maisonneuve Blvd. W., room 085, 848-3522.

## Campus Ministry

### Holy Thursday March 31

Mass of the Lord's Supper at 7:30 p.m.

### Good Friday April 1

The Passion of Our Lord at 3 p.m. Presider: David Eley, S.J.

### Saturday, April 2

Easter Vigil Mass at 10 p.m. Presider: Robert Nagy. The Easter Vigil

Celebration is followed by our traditional Alleluia party at Campus Ministry, 2496 West Broadway.

### Easter Sunday April 3

Mass for Easter Morning at 11 a.m. Presider: David Eley, S.J.

### Please Note

There will be no 8 p.m. mass on Easter Sunday, also, as the University is closed on Easter Monday, there will be no 12:05 p.m. mass.

## Concert Hall

Location: 7141 Sherbrooke St. W. Métro Vendôme - Autobus 105. Information: 848-4718.

### Tuesday, April 5

Rhythm and Polyrythm, presented by Pete Magadini. Time: 12:45 p.m.; Jazz Improvisation, directed by Dave Turner. Time: 8 p.m.

### Wednesday, April 6

Jazz vocal repertoire concert, directed by Jeri Brown. Time: 8 p.m.

### Thursday, April 7

Guitarist: Jake Langley recital, directed by Jeri Brown. Time: 12:45 p.m.; Gary Schwartz's Guitar Ensemble and the Concordia Jazz Choir, directed by Charles Ellison; 8 p.m.

### Saturday, April 9

The Concordia Orchestra, directed by Sherman Friedland; 8 p.m.

### Monday, April 11

The Concordia Big Band, directed by Don Habib; 8 p.m.

### Tuesday, April 12

Andrew Homzy's Guitar Ensemble and Dave Turner's Jazz Combo; 8 p.m.

### Wednesday, April 13

The Concordia Classical Choir; 8 p.m.

### April 14 - 15

Electroacoustic music concert; 8 p.m.

## Counselling and Development

### What are you doing this summer?

Work, study or travel? The Careers Library can help you plan your summer job search. If you want to study, we have university calendars for the U.S. and Canada and directories for overseas countries. Travel guides can be borrowed to plan your vacation. Visit us soon at H-440 (SGW Campus) and WC-101 (Loyola).

### Study Skills Assistance

A special drop-in programme for Arts and Science students has begun. Available on both campuses. Please call 848-3545/3555 for details or drop by at H-440 (SGW) or WC-101 (LOY).

### Career Strategies: Concordia and Beyond Tuesday, April 5

Students are invited to meet representatives and see exhibits from various professions and fields of work. Job search videos and resume-writing clinics will also be presented. 10 a.m. - 6 p.m., Hall Mezzanine, 1455 de Maisonneuve Blvd. W. 848-7345.

## CPR Courses

Please contact Donna Fasciano, at 848-4355.

### Basic Life Support Course April 16, 17

Ten Hours for Life: This course includes rescue breathing and one-person cardio-pulmonary resuscitation and two person cardio-pulmonary resuscitation

(CPR) management of the obstructed airway and infant and child resuscitation.

## Film

### Conservatoire d'Art Cinématographique de Montréal

Cinéma J.A. DeSève, 1400 de Maisonneuve Blvd. W., Concordia University (Métro Guy-Concordia). Admission: \$3.

### Thursday, March 31

The Immigrant (1991) Ebrahim Hatamikia at 7 p.m.; Winners of the 1993 Canadian Student Film Festival at 9 p.m.

### Friday, April 1

The Dolls' Thief (1990) Mohammad Reza Honarman at 7 p.m.; The Bells (1990) Mohammad Reza Honarman at 9 p.m.

### Tuesday, April 5

Castle Vogeloed (1921) F.W. Murnau at 7 p.m.; Wild at Heart (1990) David Lynch at 8:30 p.m.

### Wednesday, April 6

Nosferatu (1922) F.W. Murnau at 7 p.m.; Une partie de plaisir (1974) Claude Chabrol at 8:30 p.m.

### Thursday, April 7

Odd Man Out (1947) Carol Reed at 7 p.m.; True Confessions (1981) Ulu Grosbard at 9:15 p.m.

### Friday, April 8

The Last Laugh (1924) F.W. Murnau at 7 p.m.; Un chien andalou (1928) Luis Bunuel; L'Age d'or (1930) Luis Bunuel; Land Without Bread (1932) Luis Bunuel at 8:30 p.m.

...

### The Loyola Film Series

Admission: FREE. Location: F.C. Smith Auditorium, Concordia University Loyola Campus, 7141 Sherbrooke St. W. Information: 848-3878.

### Wednesday, April 6

I Heard the Mermaids Sing (1987) Patricia Rozema at 7:30 p.m.

## Lacolle Centre

### Anger: The Misunderstood Emotion Saturday, April 9

This workshop offers an opportunity to explore the nature and dynamics of anger, and the danger of denying or inappropriately expressing it. Leader: Kathryn McMorrow. 9:30 a.m. - 4 p.m., Loyola campus. \$53.50. 848-4955.

## Lectures & Seminars

### Concordia Religion Students' Association

#### Thursday, March 31

Naomi Goldenberg, former director of Women's Studies at University of Ottawa, on "What's so funny about Paternity: Feminist Comedy and the Psychology of Religion." 6 p.m., H-110, 1455 de Maisonneuve Blvd. W.

### Concordia Irish Lecture Series Thursday, March 31

Prof. Teresa O'Connor, Department of English, University of Connecticut, on "James Joyce: Forging a Post-Colonial Consciousness." 8 p.m., H-769, 1455 de Maisonneuve Blvd. W. 848-2435.

### Concordia's Q-PIRG Thursday, March 31

Arthur Campeau, Former Ambassador for the Environment. 4 p.m., 2149 Mackay St., basement lounge. 848-7585.

### Science and Human Affairs Students' Association Wednesday, April 6

Prof. Benjamin Freedman, McGill Centre for Medicine, Ethics and Law, on "Reading from the text of the Holocaust: The Lessons for Bioethics." 2 p.m. - 4 p.m., H-535-1, 1455 de Maisonneuve Blvd. W. Free information 697-1893.

### Wednesday, April 6

Prof. Filippo Salvatore, Department of Modern Languages and Linguistics, Concordia, on "Italy from the First to the Second Republic: from the Red Brigades to Bribe City." Noon, 2149 Mackay St., basement lounge. All welcome.

### Thursdays at Lonergan April 7

Daniel Cere, PhD, SSHRC Post-Doctoral Fellow, on "God and the Academy: Newman and the Marginalization of Theology in Academic Debate." 3:30 - 5 p.m., 7302 Sherbrooke St. W. Information: 848-2280. Coffee available from 3:15 p.m.

### Faculty of Commerce and Administration Friday, April 8

A. "Parsu" Parasuraman, Texas A&M University, on "Moving Forward in Service Quality Research: Measuring Different Levels of Customer Expectations, Comparing Alternative Scale, and Examining the Performance-Behavioral Intentions Link." 12 p.m. - 3 p.m., GM-403-2, 1550 de Maisonneuve Blvd. W. 848-2999.

### MBA Programme Friday, May 6

First "Women and Work" symposium. The event will consist of workshops and presentations on career options, the 'glass ceiling' and equity and harassment in the classroom. Information: Danielle Morin 848-2975 or Patricia Lenkov 848-2716.

## Meetings

### Thursday, April 7

Sparklers Club of Concordia will be holding a general meeting at 2 p.m., H-762-1-2-3, 1455 de Maisonneuve Blvd. W.

## Special Events and Notices

### Graduating?

All students completing Certificate, Degree or Diploma requirements during the Summer 1994 session who therefore expect to Graduate this Fall must apply to do so by July 15, 1994. Fall 1994 Graduation Application forms are available at the Student Service Centre on each campus. AD-211 (Loyola) and LB-185 (SGW). Students who do not apply by July 15th will not graduate this Fall.

### Vaccination Information

If you require vaccines for summer travel or position? Inquire now to avoid serious delays in processing your forms or travel plans. Some vaccines are only given by travel clinics, others available at Health Services. For information call your physician or Health Services, 848-3565/3575.

### International Students

Important immigration information: Starting April 1, international students must mail their applications for students authorizations and extensions, and employment authorizations and extensions to Vegreville, Alberta. New application kits are available at the International Student Office, 2135 Mackay, 848-3515 or Canada Immigration Office.

### Polish Students' Association

Looking for new members. Call Joanna at 486-5179.

### Teaching English as a Second Language

#### Monday, April 5

There will be a recruitment session for graduates in TESL, English literature, linguistics, and the social sciences to work for two years as paid volunteers at Poland's teacher-training colleges. The session will be given by a recently returned volunteer in the Hall Building, Room 415, from 11:15 a.m. - 12 noon, and is open to all interested members of the Concordia community. Phone Marie Paradis, of Solidarity Eastern Europe, at 937-1614.

### International Students Income Tax Workshop

#### Thursday, April 7

Income tax workshop will offer international students special instruction on how to fill out Canadian and Québec Income Tax Returns. 9:30 a.m. - 12 p.m., H-110, 1455 de Maisonneuve Blvd. W. Registration information 848-3515 Cost: \$5.

### Music Students

The deadline for entries to the Music Students' Association 1994 CD Recording Project is now April 8, 1994. Entry forms and selection guidelines are still available at room RF-200-1. Call Ian at 483-0538.

## Unclassified

### Success to all students

WordPerfect 5.1. Term papers, resumes, applications. 27 years experience, both languages. 7 days a week. 175 oblique, double spaced. Just two streets away (Peel). Paulette or Roxanne. 288-9638/288-0016.

### Income Tax

Starting at \$20. Free pick-up and delivery downtown and Laval. Days, evenings and weekends at 681-8853.

### For Rent - Vacations

Dominican Republic: Studio with kitchenette, pool, near beach and services. Sosua. \$110. US/week. 765-3348 evenings-weekends. 848-8780 office.

### For Rent

One block from Sir George Campus. One bedroom fully-furnished condo. Air conditioning, tennis court, indoor pool, sauna, exercise room, parking. From May to August. Dates negotiable. 938-9651 (leave message)

### For Sale

Bargain return bus ticket to San Francisco. Call Alex 722-5120.

'90 Jeep Cherokee 4X4, manual 5-speed, 76,000 km, good condition. Asking \$11,200 (negotiable). 684-7569.

Hasselblad 500cm, Carl Zeiss 80mm f2.8 T\* Planar, A-12 magazine, magnifying hood, rapid-wind crank, additional focusing screen, lens hood. Excellent shape, asking \$1,850. Call Jonas 489-6592.

### Babysitter, housekeeper

Available seven days a week. Your home or mine. Excellent references. Call 483-6853.

## Workshop

### Learning Development Office Tuesday, April 19

Using Structured Controversy to Promote Critical Thinking. 9 a.m. - 12 p.m. Location: AD-131. Leader: Olivia Rovinescu and Marjorie MacKinnon. Call 2495 to register.

Beginning June 1, 1994, the  
Student Accounts Office  
will be a...

**CASH-FREE  
ENVIRONMENT**

In order to create a safer environment  
for all members of the University  
Community, the Student Accounts  
Office will no longer accept cash  
payments for tuition and other fees.

Payments can be made by debit card,  
MasterCard, VISA, certified cheque,  
money order, or personal cheque.